

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Elimination of Inefficiency, Waste, and Abuse

FROM:

Chief, Printing & Photography Div.  
Rm: 158  
P&PD Building

EXTENSION

NO.

DD/A Registry

83-0451/5

DATE

25 May 1983

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Director of Logistics  
2C02

5/26

W

2.

3. Executive Officer, OL  
2C02

5/26

W

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5. EO/DDA  
7D18, Hqs.

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DD/A REGISTRY  
FILE: 100-5

25 MAY 1983

DD/A Registry
83-0451/5

MEMORANDUM FOR: Executive Officer, DDA

FROM

:

[Redacted]  
Chief, Printing and Photography Division, OL

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SUBJECT : Elimination of Inefficiency, Waste, and Abuse

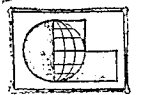
REFERENCE : Memorandum from DCI to DDA, Registry No. 83-0451/3, dated 19 May 1983, Same Subject

1. Per your request this memorandum will outline efforts made by the Office of Logistics Printing and Photography Division (OL/P&PD) to control expenditures on printing, film and other expensive publications products.

2. The Printing and Photography Division provides general printing, photographic, computer-graphic and video support to the Agency and the Intelligence Community Staff. Every effort is made to satisfy both the time schedule and product requirements of customers. It is not possible to look behind the basis for all of the average 2,000 monthly requests for P&PD services. Management controls and initiatives and technological innovations made by P&PD to control expenditures and increase efficiency and effectiveness in supporting Agency requirements are outlined below.

a. Management Controls/Initiatives

1) Requisitioning Procedures: All printing photographic jobs are submitted with an OL/P&PD requisition that is signed by an authorized Agency officer. This requisition is reviewed by OL/P&PD Planning officers as to its validity and a decision is made by that officer as to the most cost effective method of processing the job. In any case where the Planning Officer questions the validity or appropriateness of a request for service, the requisition is brought to the attention of division management and the next level of management in the



requesting component. No action is taken until the question is satisfactorily resolved.

2) Waste Control: OL/P&PD has a ongoing program to recover silver from photographic films and chemistry. The division also sells expended printing plates and waste paper to salvagers. A waste management program is currently under development as part of an inhouse automated management information system. It is estimated these programs save between \$25,000.00 and \$50,000.00 per year.

3) Printing Plant Consolidation: The OL/P&PD supported printing operations have been consolidated from three plants in 1975 to the one Main Printing Plant currently being used. This action has cut personnel costs/positions, made Headquarters floor space available for other components usage and has allowed for better equipment utilization.

4) Quality Control/Assurance: OL/P&PD has developed internal quality control/assurance programs in both the printing and photographic areas. The purpose of these programs is to reduce the number of job remakes and to provide the customer with the highest quality products possible.

5) Quality Circles Management Program: OL/P&PD has recently begun a pilot program on Quality Circles management. The purpose of this program is to improve the quality work life of the employees while at the same time incorporating employee suggestion/ideas on improving productivity and efficiency in the organization.

6) Paper Requirements Contracts: The use of paper requirements contracts has resulted in a 50 percent reduction in the Agency paper inventory facilitating a savings of \$281,000 in FY 1983.

7) Inhouse Maintenance Support: By training its own personnel and performing inhouse equipment maintenance, OL/P&PD has been able to cancel two maintenance contracts for an annual savings of \$35,000.00. Additionally, in several instances, P&PD has assumed inhouse maintenance responsibilities for newly acquired systems for an estimated annual savings of \$25,000.

8) Commercial vs. Inhouse Support: OL/P&PD is constantly reviewing job/production support methods for meeting customer requirements. In two recent instances they have contracted outside the Agency for bookbinding support and printing material color separation support. In both instances it was more cost effective and timely to have the jobs produced by a commercial vendor. Another example is video tape replication and film processing support. In this example, OL/P&PD was able to develop inhouse support capability. This permitted the cancellation of a commercial contract which resulted in an annual cost avoidance of \$180,000.00.

9) Television Equipment Management Program: In early FY-83, P&PD was given cognizance of a new Agency-wide management program for the acquisition, inventory and maintenance of television production equipment. Under this program all requisitions for television production equipment are routed through P&PD for technical approval. Additionally, the requests are reviewed for the purpose of eliminating duplication of effort by various Agency components. Overall, the program gives the Agency better control over expensive television production equipment acquisitions.

b. Technological/Automation

1) Laser Platemaker: As part of a Digital Prepress automation project in FY-82, OL/P&PD acquired a laser platemaker which eliminates the requirement for film negatives in the printing process. On one project alone it is estimated this device will save \$80,000 per year in film costs.

2) Two Color Press: OL/P&PD acquired a 50'' two color press to service requests for large format graphic products. This device was a replacement for two existing presses that were over 25 years old. The press allows a 2 for 1 production speed increase over existing units.

3) Web Press: In FY-80, OL/P&PD acquired a web press for the printing of several different publications. This acquisition accounts for an estimated annual time and materials savings of \$39,000. The Web press which prints from large rolls of paper instead of cut sheets netted OL/P&PD a cost avoidance that allowed a 25 percent increase in production for the same dollar cost.

4) Automatic Padder: In FY-82, OL/P&PD acquired an automatic padding device which has provided the capability needed to make pads for stock issue from unusable copier or printing papers. The padder has also enabled P&PD to be more responsive in the production of forms and other stock items used by the Agency. Utilization of this device has saved P&PD an estimated 1.5 workyears in FY 1983.

5) Xerox 2080: In FY-82, OL/P&PD acquired a Xerox 2080 for the reproduction, enlargement or reduction of large format black and white prints and line drawings. The production on this device is averaging over 3,200 items per month. When comparing the 2080 production methods to conventional black and white photographic methods, a 4 to 1 cost savings is realized. Using this comparison and the production volumes currently being produced on the 2080, it is estimated that this equipment provides an estimated annual cost avoidance of \$142,500.00.

6) Ilford Camera Process: OL/P&PD recently acquired an Ilford color camera processor. This device provides the capability for a one step production of color vugraphs and prints. It also provides extensive reduction and enlargement capabilities and reduced material costs. When comparing this system with conventional photographic processes, there are substantial cost reductions. Based on the first months operations of this device, OL/P&PD is projecting an annual cost avoidance in excess of \$200,000.00.

7) Computer Graphics: OL/P&PD has acquired four computer graphics design stations for the purpose of automating the design and production of presentation and publication graphics. These devices along with a graphics film recorder has allowed P&PD to produce high quality graphics in a much more timely manner than possible heretofore. Additionally, they have allowed P&PD to absorb a 271 percent increase in presentation graphics (35mm slide) production with no increase in personnel, and eliminated the requirement for an external commercial contract. The film recorder is also providing high quality output support for users of the Office of Data Processing's computer graphics software systems.

8) Micrographics: OL/P&PD provides source document and computer output micrographics support to the Agency. The support resulted in 12,564,600 original

pages and 95,991,600 duplicated pages of information being converted to microforms in FY-82. Industry experts estimated that microfilmed stored data compared to paper stored data results in a reduced floor space storage requirement of 95 percent. Based on this comparison, the FY-82 P&PD microfilming program resulted in an estimated savings of 9,000 square feet of storage space. Additionally, the 75,586,032 computer output produced microfilm images/pages resulted in an estimated savings of 37,793 boxes of computer paper for an Agency cost avoidance of \$602,042.00.

3. Based on the data contained in this paper, it is estimated that over the past 2-3 years, OL/P&PD management control/initiatives and technological advances have resulted in an estimated cost avoidance of \$1,584,542.00 and a reduction of four positions. Notwithstanding these significant dollar and personnel savings, the Division has been able to absorb a 25 percent increase in production requirements and an estimated 15 percent increase in material costs. Additionally we have been able to meet shorter deadlines required by our customers. It should be noted that the Division's personnel strength has decreased by 37 positions over the past ten years and production requirements have increased by 375 percent.

4. If you have any questions concerning the information contained in this memorandum, or if you require additional information, please contact me on extension

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